



Cadet Command and Staff Course

Part 1



About the Course

Goal: Introduce cadets to best practices for leadership development through cadet staff service and standardize cadet organization implementation

Blocks of Instruction:

Vision, Goals, and Training Schedules

Roles, Responsibilities, Organizations

Cadet Development, Opportunities

Formations

Promotions and Ceremonies

Recruiting, Onboarding, Retention

Cadet/Senior Partnership

Schedule



Seminars

- Seminars are mostly guided discussions.
- Students come from several squadrons and can share ideas.
- All questions, ideas welcome
- Maximize your participation to maximize course value!



Ground Rules

Collegial atmosphere with lots of discussion

- Validate your local practices

- Focus on the big picture

- Standardize on regulations and best practices

- Call out 'Rabbit trails'

- Call out 'He said/she said'

Short breaks after each seminar

Administrative notes:

- Restrooms

- Food & beverages

- Cell phones



Introduce Yourself

Who are you?

What's your role in CAP?

What do you do in the real world?

What is something interesting about you?



Your Expectations!

Each student should offer at least one expectation of the course.



Strategic Overview of the Cadet Program

BLOCK: 1



The Cadet View

You're 14 years old. What does being a cadet mean to you? What excites you about CAP?



The Long View

You're the governor. What good do you see coming out of the Cadet Program?



Cadet Program Mission

The mission of the Civil Air Patrol Cadet Program is to provide the youth of our nation with a quality program that enhances their leadership skills through an interest in aviation, and simultaneously provide service to the United States Air Force and the local community.



Cadet Program Beginnings

- 1 Oct 1942 – Capt Hoyt
 - Adults sponsored a cadet age 15-17
 - Within 6 months, 20,000 cadets enrolled
- Post-War – Maj Gen Lucas Beau
 - Certificate of Proficiency, Pilot Training, E-3
 - Increasing max age to 20, then 21
 - IACE, National Drill Comp, Jet O Course
- Mid-1960 – Jack Sorenson
 - AE Curriculum Professionalized
 - Modern Cadet Program, Phases, Milestones
- Famous Cadets
 - First CAP Cadet to become a Wing Commander (Florida) Samuel H. duPont Jr
 - First CAP Spaatz Cadet (#193) to become a Wing Commander (Nebraska) Richard L. Anderson
 - First CAP Cadet to become a four star Air Force General Bennie Luke Davis, USAF
 - First CAP Cadet to become an Astronaut Frank Borman. (Apollo 8)
 - First CAP Cadet to become Chief Master Sergeant of the Air Force James C. Binnicker, USAF



Cadet Program – by the numbers

Gender	Count	Percent	Award %
MALE	19,203	81%	
FEMALE	4,543	19%	
	<u>23,746</u>		

Ethnicity	Count	Percent
White	17,011	78.21%
Hispanic	2,199	10.11%
Black (Not of Hispanic Origin)	1,416	6.51%
Asian/Pacific Islander	673	3.09%
Race Unknown	249	1.14%
American Indian/Alaska Native	203	0.93%
	<u>21,751</u>	

Cadets By Age	Age	Percent
2	10	0.01%
159	11	0.67%
2,180	12	9.18%
3,719	13	15.66%
4,173	14	17.57%
4,154	15	17.49%
3,687	16	15.52%
2,948	17	12.41%
1,624	18	6.84%
714	19	3.01%
391	20	1.65%

Average age 15.2

Largest Cadet Units in CAP

Reg-Wing-Unit	As of 31 Dec
GLR-IN-803	331
SWR-TX-802	245
PCR-CA-802	106
RMR-CO-159	96
MER-VA-060	89
RMR-CO-030	83
SER-GA-112	81
SER-PR-068	81
RMR-CO-147	80
MER-MD-071	79

Cadet Officer GPA*	Count	Percent
3.80 or higher	71	37%
3.50 to 3.79	54	28%
3.00 to 3.49	46	24%
2.70 to 2.99	8	4%
Less than 2.70	11	6%

*190 respondents for Scholarships

Gender By Milestone

Spaatz Award

MALE	60	78%
FEMALE	17	22%
	<u>77</u>	0.32%

Eaker Award

MALE	238	82%
FEMALE	51	18%
	<u>289</u>	1.22%

Earhart Award

MALE	712	77%
FEMALE	215	23%
	<u>927</u>	3.90%

Mitchell Award

MALE	2,173	81%
FEMALE	524	19%
	<u>2,697</u>	11.36%

Wright Bros Award

MALE	5,922	81%
FEMALE	1,346	19%
	<u>7,268</u>	30.61%



Regulations

CIVIL AIR PATROL
NATIONAL HEADQUARTERS
MAXWELL AFB AL 36112-6332

CAP INDEX 0-2

1 OCTOBER 2009

Indexes

Numerical Index of CAP

This is an index of regulations, manuals, date, title, and office of primary responsibility. It is CAP's intention that all publications except as required due to gender differences (such as in descriptions of CAP uniforms), all references to one gender should be interpreted to apply equally to both genders. The most up-to-date publications and forms are on the National CAP website.

CIVIL AIR PATROL
NATIONAL HEADQUARTERS
MAXWELL AFB AL 36112-6332

CAP INDEX 0-9

1 OCTOBER 2009

Indexes

Numerical Index of CAP Forms, Tests, and Certificates

This is an index of forms, tests, and certificates currently in effect by classification, date, title, and office of primary responsibility (OPR) at National Headquarters Civil Air Patrol. A pound-sign (#) denotes previous editions may be used. It is CAP's intention that all publications be written utilizing the concepts of gender neutrality. Therefore, except as required due to gender differences (such as in descriptions of CAP uniforms), all references to one gender should be interpreted to apply equally to both genders. The most up-to-date publications and forms are on the National CAP website. **Note: Shaded areas identify new or revised material.**

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1. Regulation Series
2. Indexes/Regulations/Manuals
3. Pamphlets
4. Booklets
5. Visual Aids.....
6. Obsolete

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Important Series

- 10 Series – Paperwork!
- 35 Series – Membership and Personnel Matters
- 39 Series – Uniforms and Awards
- 52 Series – Cadet Program
- Tongue and Quill
- AFMAN 36-2203

R 10-1	1 Oct 96	Preparing and Processing Correspondence	EXS
R 10-1 C1	22 Dec 97		
R 10-2	10 May 99	Files Maintenance and Records Disposition	EXS
R 10-2 C1	20 Jun 01		
R 10-2 C2	15 Jul 04		
R 10-3	26 Jan 09	Administrative Authorizations	EXS
R 20-1	29 May 00	Organization of Civil Air Patrol	DP
R 35-1	18 Mar 09	Assignment and Duty Status	DP
R 35-2	15 Jul 98	Notification Procedures in Case of Death, Injury or Serious Illness	DP
R 35-3	16 Mar 81	Membership Termination	DP
R 35-3 C1	1 Jul 83		
R 35-3 C2	1 Jul 85		
R 35-3 C3	30 Dec 88		
R 35-3 IMC 90-1	1 Mar 90		
R 35-4	15 Oct 98	Overseas Cadet Squadrons (Distributed to Overseas Cadet Squadrons Only)	DP
R 35-5	21 Aug 08	CAP Officer and NCO Appointments and Promotions	DP
R 35-6	17 Aug 02	Aeronautical Ratings, Emergency Services Patch and Badges, and Ground Team Badges	DO
M 39-1	23 Mar 05	CAP Uniform Manual	DP
R39-2	16 Jun 04	Civil Air Patrol Membership	DP
R39-2 C2	1 Oct 05		
R 39-3	2 Jul 98	Award of CAP Medals, Ribbons, and Certificates	DP
M 52-4	2 Jun 09	National Cadet Competition	CP
R 52-10	14 Mar 08	CAP Cadet Protection Policy	CP
R 52-16	1 Oct 06	Cadet Program Management	CP
R 52-16 C1	1 Jul 09		



- Always start here!
 - Program Administration
 - Cadet Advisory Council
 - Cadet Activities

CAPR 52-16



NATIONAL HEADQUARTERS CIVIL AIR PATROL

CAP REGULATION 52-16

1 OCTOBER 2006

INCLUDES CHANGE 1, 1 JULY 2009

Cadet Programs

CADET PROGRAM MANAGEMENT

This regulation defines the purposes of the Civil Air Patrol Cadet Program and identifies policies that govern its administration. Supplements and waivers are not authorized, except as specifically noted, or when approved by National Headquarters. **Note: Shaded areas identify new or revised material.**

SUMMARY OF CHANGES.

Subheadings or paragraph titles are highlighted in gray to indicate that the entire section is new or has been revised. Office symbols, e-mail addresses and website addresses have been updated, as necessary. This version also includes editorial changes made to improve readability, grammar and the regulation's organization in general. See page 48 for a summary of policy changes.

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Pamphlets

- Staff Duty Analysis Guide
- Cadet Advisory Council Guide
- CPFT Guide
- Cadet Staff Handbook
- Cadet Great Start

P 52-5	1 Apr 02	The Congressional Award	CP
P 52-6	15 Apr 99	Cadet Programs-Mentoring	CP
P 52-7	Apr 09	Cadet Orientation Flight Syllabus	CP
P 52-8	1 Jun 03	CAP Unit Honor Guard Program	CP
P 52-8 C1	20 Mar 07		
P 52-9	Apr 08	Cadet Great Start	CP
P 52-11	1 Aug 03	Sally Ride Science Festivals – Project Officer’s Guide	CP
P 52-12 Vol 1	1 Jun 02	Required Staff Training – Instructor Guide	CP
P 52-12 Vol 2	1 Jun 02	Required Staff Training – Student Guide	CP
P 52-13	24 Mar 08	Gen Carl A. Spaatz Award Exam – Test Administrator’s Guide	CP
P 52-14	1 Jun 03	Staff Duty Analysis Guide	CP
P 52-15	1 Dec 07	†Cadet Staff Handbook	CP
P 52-18	1 Apr 03	Cadet Physical Fitness Program	CP
P 52-18 C1	1 Oct 06		
P 52-19	2 Oct 03	Cadet Advisory Council Guide	CP



Forms

F15	Dec 06	Application for Cadet Membership in Civil Air Patrol	R 39-2
F23	#Oct 84	Civil Air Patrol General Purpose Answer Sheet	R 50-4
*F50-1	#Oct 06	Cadet Leadership Feedback – Phase I	R 52-16
*F50-2	#Oct 06	Cadet Leadership Feedback – Phase II	R 52-16
*F50-3	#Oct 06	Cadet Leadership Feedback – Phase III	R 52-16
*F50-4	#Oct 06	Cadet Leadership Feedback – Phase IV	R 52-16
*F52-1	May 09	Cadet Programs Phase I Certification	R52-16
*F52-2	May 09	Cadet Programs Phase II Certification	R52-16
*F52-3	May 09	Cadet Programs Phase III Certification	R52-16
*F52-4	May 09	Cadet Programs Phase IV Certification	R52-16
*F58	Dec 87	Nomination for Cadet of the Year	R 39-3
*F60	Dec 03	Emergency Notification Data	R 35-2
*F66	#Oct 06	†Cadet Master Record	R 52-16
*F120	Dec 08	Recommendation for Decoration	R 39-3



Today's cadets . . . Tomorrow's aerospace leaders







Some definitions....

- **Vision:** Defines the desired or intended future state of an organization or enterprise in terms of its fundamental objective and/or strategic direction. Vision is a long term view, sometimes describing how the organization would like the world in which it operates to be. For example a charity working with the poor might have a vision statement which read "A world without poverty"
- **Mission:** Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its Vision.
- **Strategy:** Strategy narrowly defined, means "the art of the general" (from Greek stratigos). A combination of the ends (goals) for which the firm is striving and the means (policies) by which it is seeking to get there.



Group 5 Cadet Programs

Vision:

Healthy cadet programs at each squadron, leadership development opportunities for cadets in each phase, cadets achieving their goals, recognized for excellence.

Mission:

To assist the squadrons in developing healthy, growing cadet programs that provide opportunities for each cadet to achieve their goals.



S.M.A.R.T. Goals

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound



SMART....or not so SMART?

- Make the squadron better
- Recruit a bunch of cadets
- Get into emergency services



Reference Examples

- Form, outfit, and train a cadet color guard proficient in all standard color guard maneuvers. March in our town's Memorial Day and Veterans' Day parades and compete in the wing color guard competition.
 - OPR: Leadership Education Officer & Cadet First Sergeant
- Participate in the model rocketry program. Provide classroom training leading to the squadron building and launching model rockets, using the CAP Model Rocketry handbook as a guide. Have 15 cadets earn their rocketry badges. Investigate the possibility of inviting local Cub Scouts to attend a rocket launch.
 - OPR: Aerospace Education Officer
- Conduct a Cadet Open House in May and September, targeted at the 7th and 8th grade students in our local area. Orientate cadets using the Cadet Great Start program. By year's end, have increased cadet membership by 10%.
 - OPR: Deputy Commander for Cadets & Cadet Commander



Timelines

- One Month Prior to Year Start
 - Evaluate mission and vision for relevancy and
 - Establish goals for next year
 - Determine strategy to accomplish goals
- Start of Year
 - Publish goals and high-level year schedule
- Every Quarter
 - Review progress towards goals; adjust strategy as needed
 - Plan next quarter's schedule
- End of Year
 - Review progress, lessons learned, celebrate success, own failures
 - Repeat



Assignment 1

- Develop a 1 year vision for your unit
- Three SMART objectives that will propel the unit to achieve the vision
- Remainder of hour to get started
- Bring completed to Part 2 for class feedback



Cadet Staff Positions: Roles and Responsibilities





Overview

- Cadet Staff Position Overview
 - “Book” Definitions
 - CAPR 20-1 Organization of Civil Air Patrol
 - CAPP 52-15 Cadet Staff Handbook
 - Practical Examples
 - Before, during, and after weekly meetings
 - Leadership development through position service



Element Member

- Learn the basics of cadet life
 - Self-Discipline
 - Responsibility
 - Initiative
 - Communication
 - Drill, Uniform, Customs, Knowledge
 - Promote!



Key Duties

- Prepare the element for inspection
- Debrief the element after inspection
- Pass on Information
- Motivate the Element
- Lead in Drill
- Answer Questions
- Keep Superiors informed
- Prepare for the future: **Flight Sergeant**

Cadet Element Leader

CADET ELEMENT LEADER



Drill Symbol

Synopsis

Element leader is the entry-level leadership position on the cadet staff. Their key responsibility is to assist the flight commander and flight sergeant by taking charge of the members of an element (4 or 5 cadets, on average). Although the element leader occupies the lowest rung in the cadet chain of command, their job is incredibly important because they are the first person basic cadets should turn to for guidance.

Immediate Supervisor

Flight Sergeant

Typical Grades

C/A1C through C/TSgt

Cadet Squad Leader

Responsible for the supervision and training of the cadet squad, to include:

Satisfactory performance during formations and ceremonies.

Military bearing.

Morale.



Key Duties

- Instruct cadets in basic subjects
- Motivate and discipline the flight
- Serve the team
- Lead in drill and ceremonies
- Pass on Information
- Take responsibility for the flight's cadets
- Prepare for the future:
First Sergeant

Cadet Flight Sergeant

CADET FLIGHT SERGEANT



Synopsis

The flight sergeant is the direct, hands-on leader who helps the flight commander motivate and train the cadets in a flight. On average, flight sergeants will lead 8 to 15 cadets, including 2 to 4 element leaders. Their main area of concern is the leadership laboratory. Flight sergeants teach in-ranks cadets the basics of cadet life: drill, wear of the uniform, customs and courtesies, and physical fitness. Although flight sergeant is an entry-level leadership position, this cadet needs to be responsible and resourceful enough to take complete charge of the flight in the flight commander's absence.

Immediate Supervisor

Flight Commander

Typical Grades

C/SSgt through C/CMSgt

Cadet Flight Sergeant

Assists the cadet flight commander in the performance of his/her duties, to include:

Inspections.

Instructions in military courtesy and drill.

Maintenance of discipline.

Flight administration and personnel matters.

Flight commander (acting).

Related duties as required.



Cadet First Sergeant

Key Duties

- Lead cadets in PT
- Lead cadets in drill and ceremonies
- Safeguard CAP facilities and property
- Participate in inspections
- Keep cadets safe
- Counsel cadets – discipline
- Train cadets in the basics
- Provide personnel and admin support
- Pass on information
- Support the cadet commander
- Prepare for the future: **Flight Commander**

CADET FIRST SERGEANT



Synopsis

Holding the most prestigious and challenging position available to a cadet NCO, the cadet first sergeant's role is a varied one. The "shirt" is expected to be a master trainer, a great motivator, a fair referee, a just disciplinarian, and an aide-de-camp to the cadet commander.

Immediate Supervisor

Cadet Commander

Typical Grades

C/MSgt through C/CMSgt

Not a time-keeper! This is the flight staff responsibility!



Cadet Flight Commander

Key Duties

- Instruct cadets
- Motivate and discipline the flight
- Mentor the flight sergeant and element leaders
- Set goals for the flight
- Coach and counsel cadets
- Lead and supervise drill and ceremonies
- Prepare for the future: **Deputy and Cadet Commander**

CADET FLIGHT COMMANDER



Drill Symbol

Synopsis

The cadet flight commander leads a flight of 8 to 15 cadets. It is the first cadet position to have significant managerial and oversight responsibilities, as the flight commander supervises and mentors a flight sergeant and 2 to 4 element leaders. Having developed some basic instructional skills, flight commanders are called on to teach almost any cadet-related topic. As commanders, they set goals and develop training plans for the flight, informally counsel cadets and formally evaluate their leadership skills. As officers, flight commanders serve on the squadron's leadership team, working with the cadet commander and other officers to grow the squadron. In short, the flight commander creates the conditions necessary for the flight to succeed.

Immediate Supervisor

Cadet Commander
(or Cadet Deputy Commander)

Typical Grades

C/2d Lt through C/Capt

Cadet Flight Commander

Directs and supervises the members of a cadet flight to include:

Leadership of flight in squadron activities.

Leadership laboratory to include proper wear of CAP uniform, military courtesy and discipline, drill, ceremonies and formations.

Advisor to flight members.

Related duties as required.



Cadet Deputy Commander

Key Duties

- Manage day-to-day cadet operations
- Supervise and mentor flight commanders
- Monitor inspection programs
- Recommend duty assignments
- Command the squadron
- Prepare for the future:
Cadet Commander

CADET DEPUTY COMMANDER



Synopsis

Cadet deputy commander is a challenging position partly because it can be so ambiguous. The deputy is the commander's right hand, but each commander will use their deputy in a different way. There is no universal job description for deputy. Traditionally, the deputy manages cadet operations and acts as commander when the commander is absent. Additionally, the deputy is usually the cadet next in line to become cadet commander, so this cadet will need to learn the cadet commander's job as well.

Immediate Supervisor

Cadet Commander

Typical Grades

C/Capt through C/Lt Col

Cadet Deputy Commander

Assists the cadet commander in the performance of his duties to include:

Plans and procedures.

Recommendations for cadet personnel assignments.

Inspections.

Evaluation of cadet program meetings.

Direction and supervision of cadet staff.

Related duties as required.



Key Duties:

- Set goals for the squadron
- Establish plans, policies and procedures (think SOP)
- Coordinate cadet staff activities
- Make personnel recommendations
- Direct the cadet corps
- Promote excellence
- Lead formations and ceremonies
- Prepare for the future: **Group, Wing, Region, Ntl Programs, Senior Membership, Adulthood**

Cadet Commander

CADET COMMANDER



Synopsis

Cadet command is the ultimate challenge for a cadet officer. It is an enormous test of leadership skill, especially one's ability to articulate a vision and point all cadets toward meaningful goals. The position stands at the epicenter of the squadron: The cadet commander is the most visible cadet, a role model for the entire cadet corps, and the liaison between the senior staff and the cadet staff. The nature of this position depends on the number of cadet officers and NCOs in the squadron. Therefore, the position description must be flexible. In small squadrons, the cadet commander may need to assume flight commander and even first sergeant duties. In large squadrons, the main task is to direct and coordinate a team of cadet officers and NCOs.

Immediate Supervisor

Squadron Cmdr. or Deputy

Typical Grades

C/Capt through C/Col

Cadet Commander

Commands the cadet squadron and performs duties related to cadet positions. They shall:

Establish plans and procedures to accomplish the policies established by the unit commander.

Coordinate cadet staff activities.

Direct cadet staff officers.

Coordinate with senior staff

Serves as liaison between senior and cadet staff.

Ensure compliance with CAP directives.

Make personnel assignment recommendations.

Monitor cadet staff compliance with Cadet Protection policies.



Executive Officer

Key Duties

- Supervise and coordinate cadet support staff activities
- Manage the cadet corps' mission support functions
- Develop and/or help maintain websites, newsletters, rosters, calendars, and a cadet supply system
- Manage local personnel programs, like uniform inspections records and the cadet of the month program

CADET EXECUTIVE OFFICER

Synopsis

The cadet executive officer is the member of the command staff who manages the mission support functions of the cadet corps. The position is usually unnecessary in most squadrons, except the largest and most top-heavy. Cadet executive officers are found mostly at encampments, which are usually group level organizations. The position exists with the assumption that the squadron has a handful of cadets managing support functions (ie: supply NCO, administrative NCO, webmaster, etc.) that for span of control reasons require a cadet officer to supervise on behalf of the cadet commander.

Immediate Supervisor

Cadet Commander

Typical Grades

C/Capt through C/Lt Col

Cadet Executive Officer

Assists the cadet commander and deputy commander in administering cadet squadron activities. They shall:

Manage cadet affairs.

Direct and supervise cadet staff.

Coordinate cadet staff activities.

Perform related duties as required.



Support Staff

- Cadet Leadership Officer
- Cadet Aerospace Officer
- Cadet ES Officer
- Cadet Finance Officer
- Cadet Admin Officer
- Cadet Safety Officer
- Cadet Supply Officer
- Cadet Comm Officer

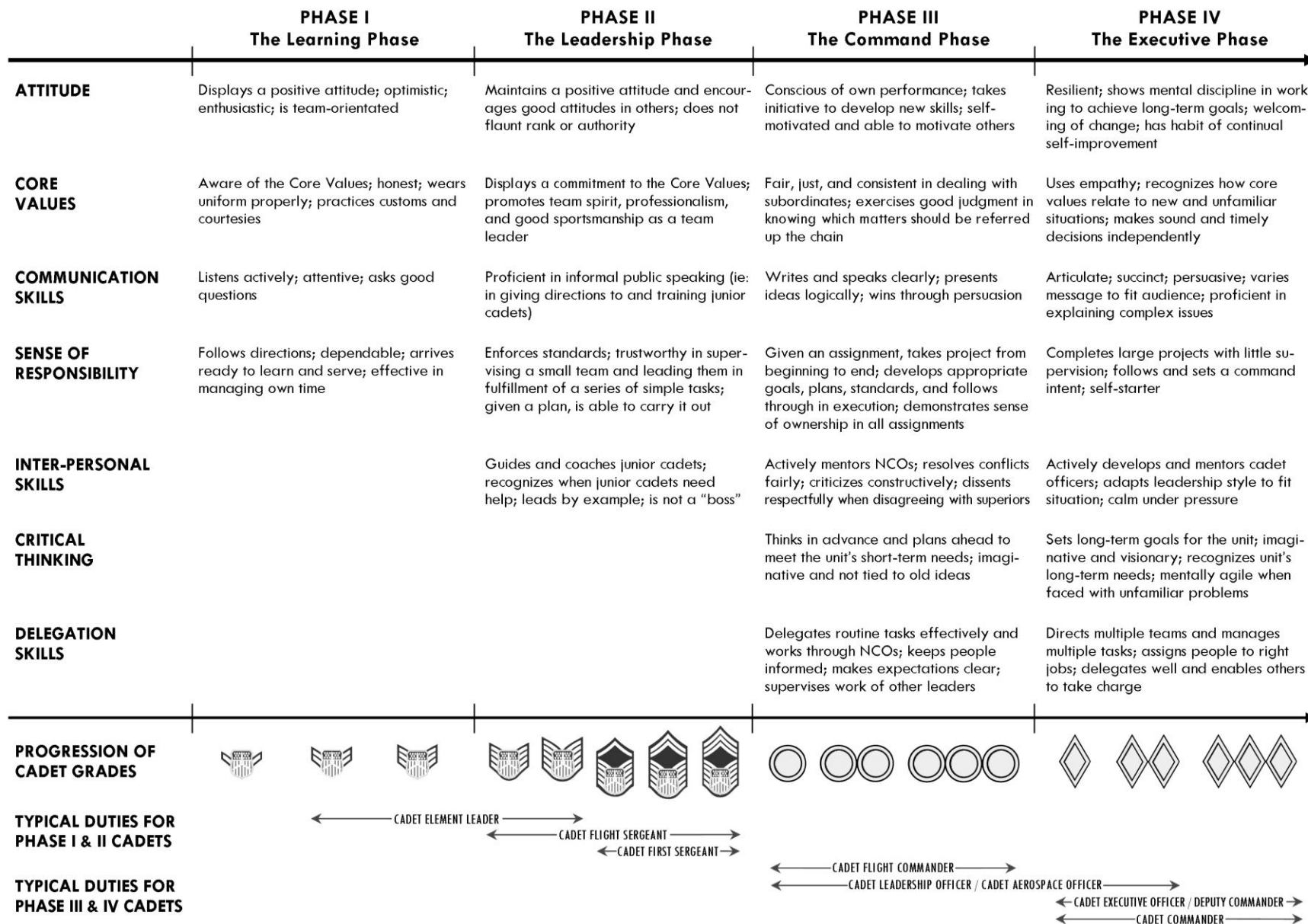


Cadet Development



BLOCK: 4

Leadership Expectations in the CIVIL AIR PATROL CADET PROGRAM





Let's go back...

- What do cadets 'get' from CAP?
 - Challenging responsibility
 - Mentoring from great leaders
 - Amazing opportunities



Stretching cadets

- Cadet Staff Service
 - Ready to learn, not necessarily proficient
- Ready for promotion?
 - Dedication, willingness to learn
- Leading 3, 9, 25 cadets?
 - Growth comes in steps, appropriate to experience



The goal

- Every cadet should progress from:
 - Element Leader to
 - Flight Sergeant to
 - Flight Commander to
 - Command Staff to
 - CAC, Encampment, Wing Activities!
- You have a responsibility to help every cadet you lead to grow into your position.



Mentoring

- Organizational Mentors
 - Flt Sergeant mentors Element Ldrs
 - Flt Commander mentors Flight Sergeant
 - Deputy Commander for Cadets mentors Cadet Commander
- Role Model Mentors
 - Inside and outside the unit
- When does this happen?
 - Immediate feedback during meetings
 - Long-term and deep feedback in between meetings



Mentoring Tools

- Promotion Review Board
 - Main purpose is to give feedback
- CAPF 50
 - Once per phase min, each review board if used
- Weekly 1:1
 - Review performance, improvements, feedback
- Quarterly People Reviews
 - Review every cadet to determine growth opportunities needed, mentoring, feedback



Leadership Feedback Meetings

How frequently are feedback meetings held?

What's the goal of the feedback meeting?

What principles should guide mentors?

Process: CAPF 50-x

CADET LEADERSHIP FEEDBACK - PHASE I

CADET'S NAME:	CAP GRADE:	INCLUSIVE DATES OF REVIEW:			
FOR INSTRUCTIONS, SEE REVERSE					
CATEGORY	PERFORMANCE GOALS	NEEDS IMPROVEMENT	SATISFACTORY	VERY GOOD	EXCELLENT
1. ATTITUDE	Displays a positive attitude; optimistic; enthusiastic; team-orientated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. CORE VALUES	Aware of the Core Values; honest; practices customs & courtesies; polite and respectful; wears uniform properly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. COMMUNICATION SKILLS	Listens actively; attentive; asks good questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. SENSE OF RESPONSIBILITY	Follows directions; dependable; arrives ready to learn and serve; effective in managing own time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CADET'S PERSPECTIVES

The cadet described why they are proud of the following successes in the Cadet Program:

LEADER'S PERSPECTIVES

The leader described why they are proud of the cadet for the following successes in the Cadet Program:

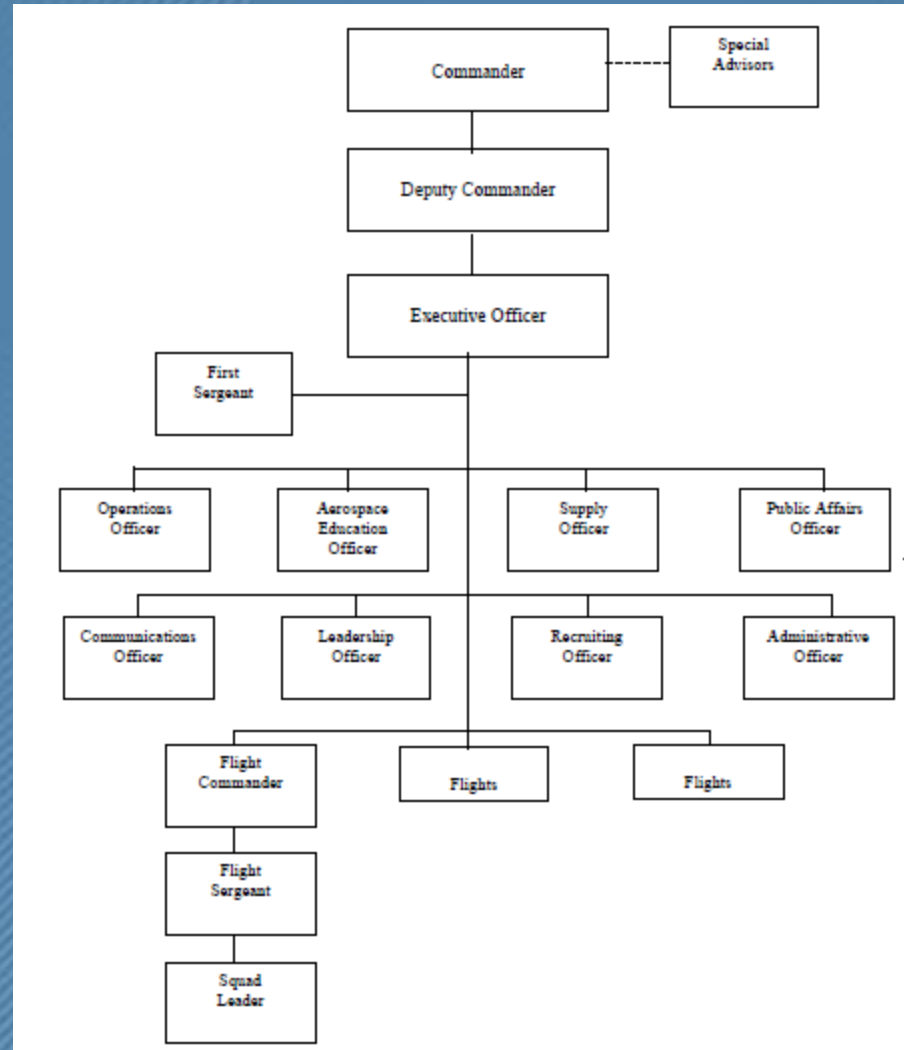
The cadet described how they plan to improve their leadership skills in the following areas:

The leader described how the cadet can improve their leadership skills in the following areas:

PROMOTION APPROVED <input type="checkbox"/>	RETAINED IN GRADE <input type="checkbox"/>	DATE OF NEXT REVIEW, IF RETAINED IN GRADE (WITHIN 6 WEEKS):
EVALUATOR'S SIGNATURE & TITLE		CADET'S SIGNATURE & DATE



Cadet Organization Structures





Overview

- Purpose of a cadet staff
- Anatomy of the squadron staff
- Designing a cadet staff
- Staff selection process



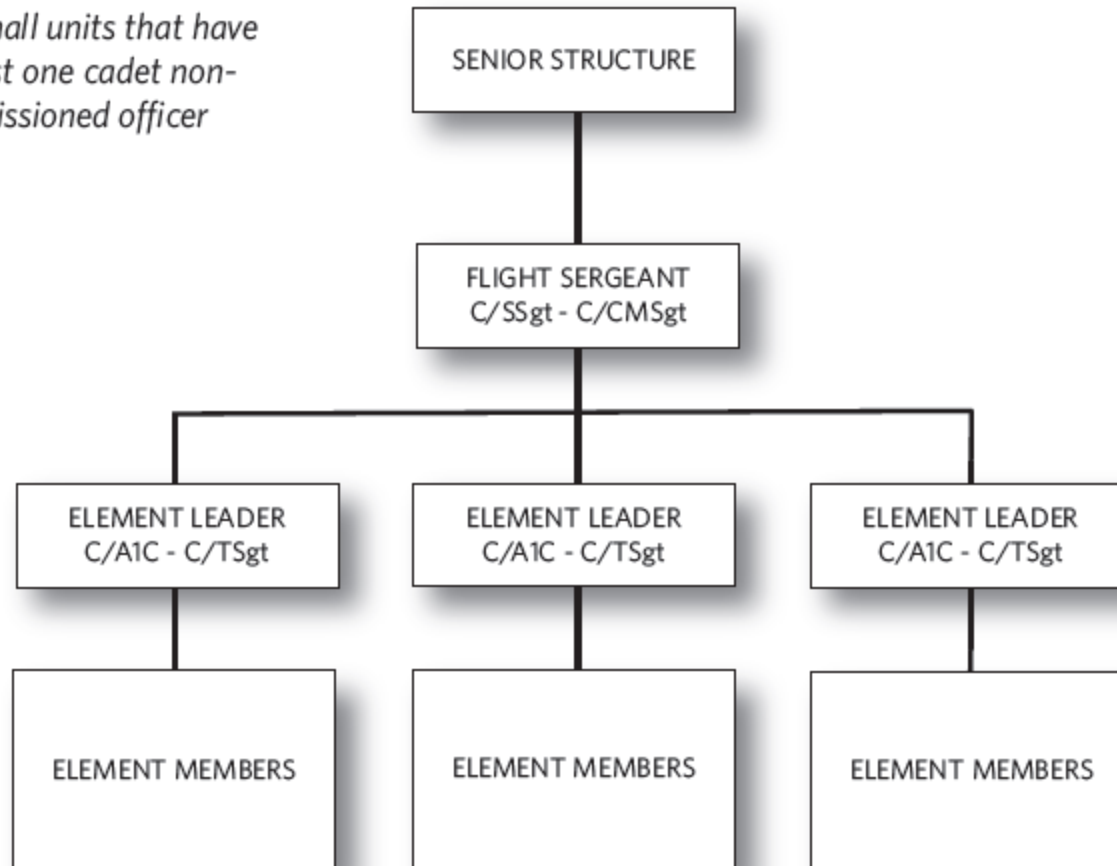
Purpose

- Organize for mission success
 - Military command
 - Business
- How does this cadet affect cadet organizational structure?
 - What's the mission?
 - What's success?



Small, bottom heavy squadron

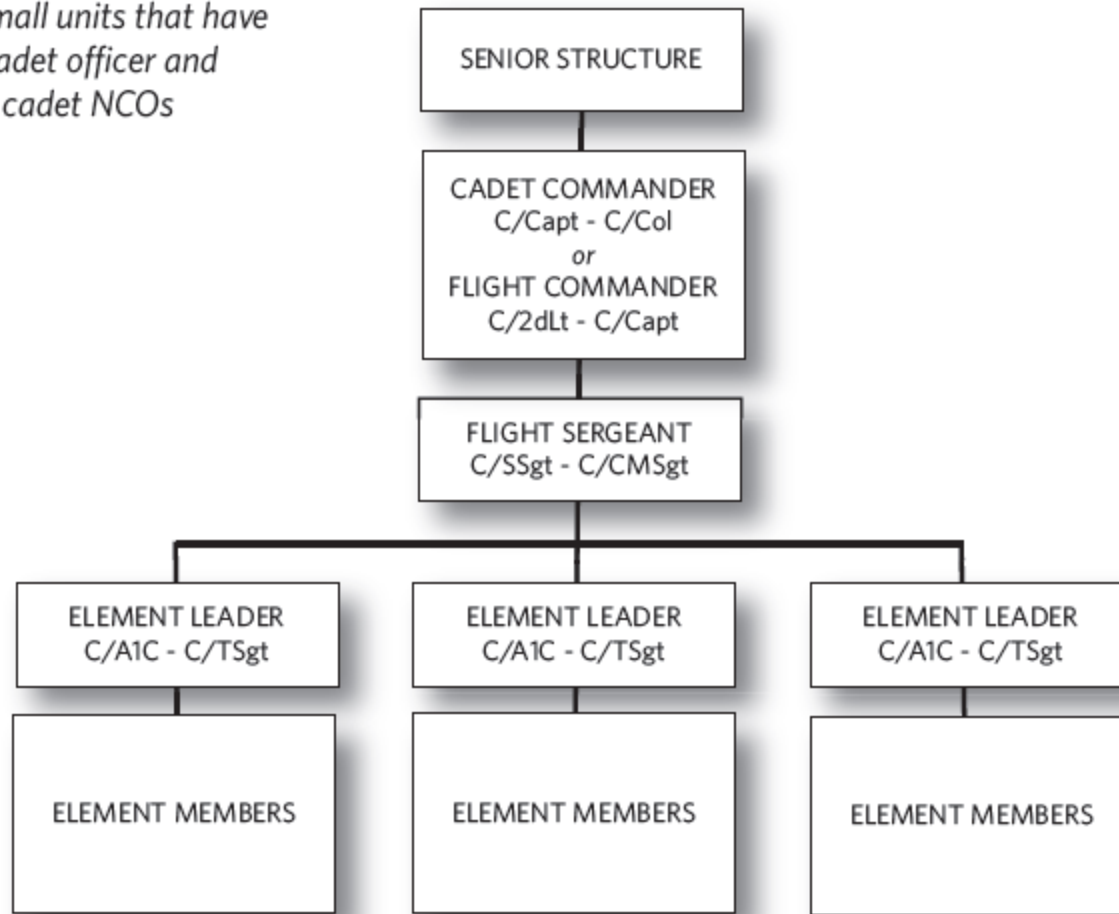
*For small units that have
at least one cadet non-
commissioned officer*





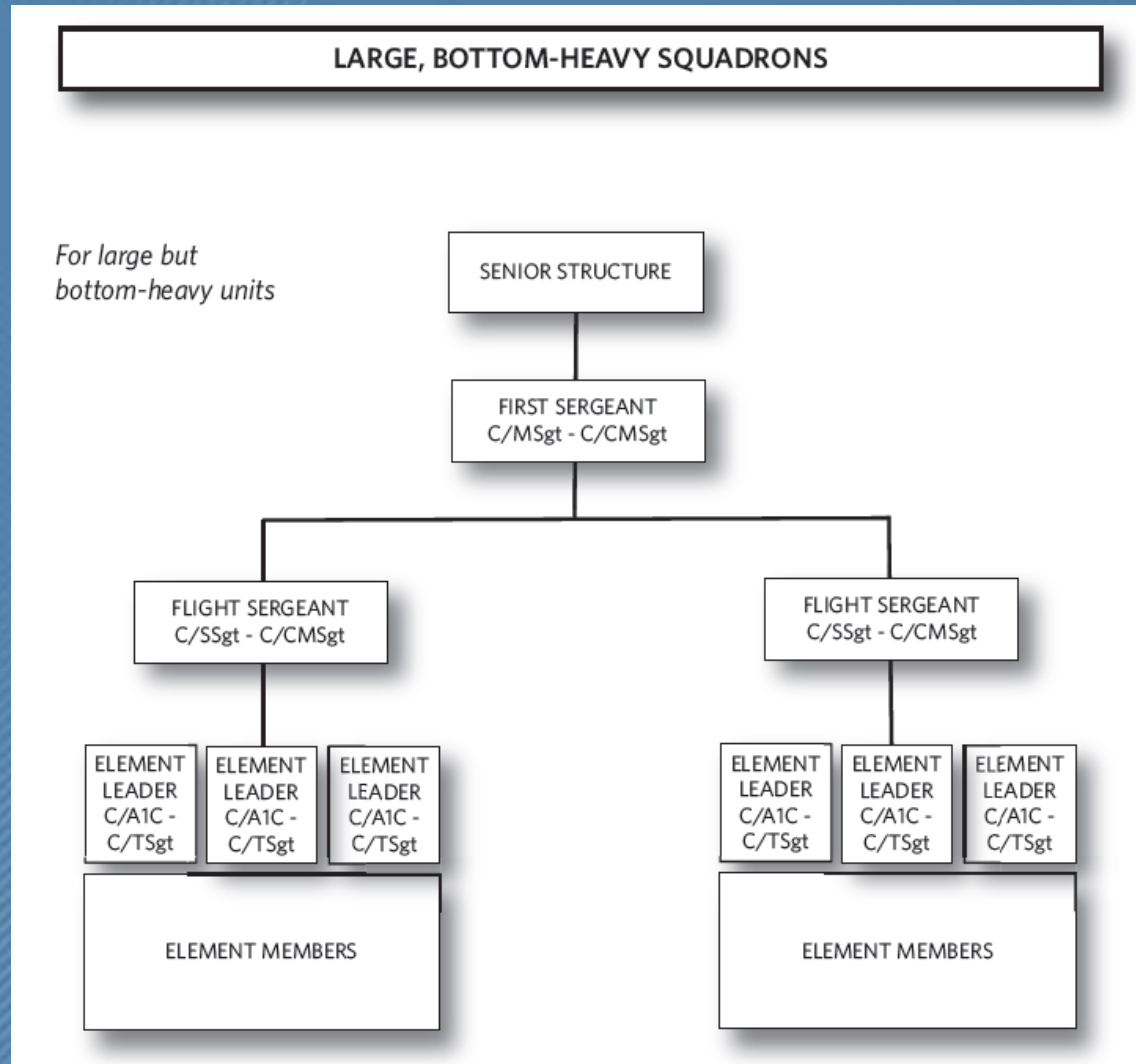
Small squadron with a few NCOs and one officer

*For small units that have
one cadet officer and
some cadet NCOs*



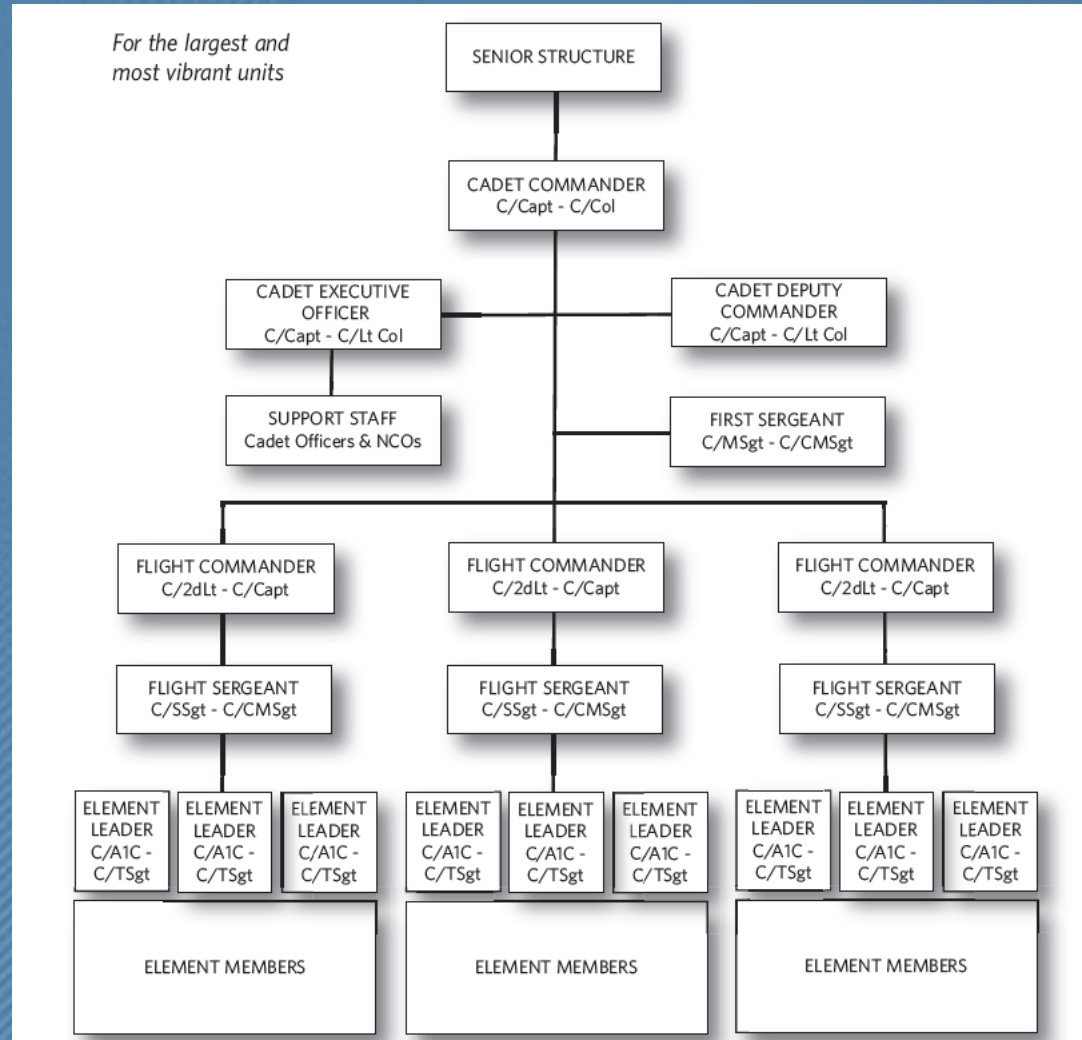


Large, bottom-heavy squadron



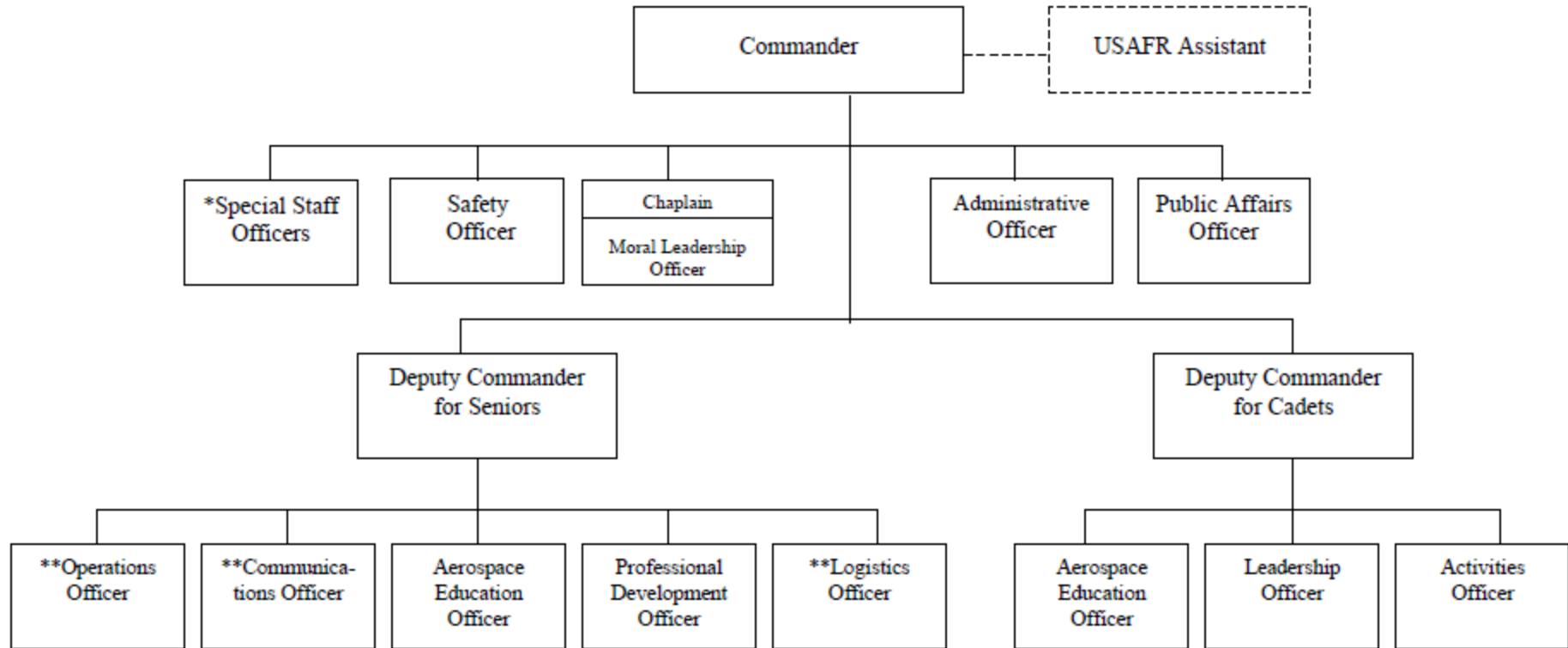


Large squadron with many NCOs and officers





Senior Structure





Designing the Cadet Staff

- Scalable organizational charts
 - Best case – growing – add flights, add positions
 - Flight Composition
 - Great Start
 - Junior Phase 1
 - Senior Phase/Junior Phase 2
- Term limits
 - 6 months, rotate from line to staff, or up



- Staff Selection Process

- Who picks the cadet staff?
- Applications, Interviews, Decision Communication
- What do cadets need as they begin a staff job?
- What do cadets need as they conclude a staff job?



Assignment 2

- Propose cadet staff organization for the next 3-6 months
- Document leadership development achieved through staff service
- Document next career step for each cadet staff cadet
- Document how flight cadets will grow
- Work on for remainder of hour
- Present during Part 2 for class feedback



Training Schedules

BLOCK: 6



A Visit to Hometown Cadet Squadron

- 1828** Squadron commander arrives with key to building. Meeting is supposed to begin in 2 minutes.
- 1833** Only half the active cadets have arrived. Commander decides to delay formation, hoping more will show.
- 1841** Opening formation begins. 10 cadets are present. Pledge of Allegiance and Cadet Oath recited.
- 1842** Uniform Inspection; seems to take more time than is necessary.
- 1854** Drill: Random commands. Not much instruction. Objective is unclear.
- 1930** "Flight Commander's Time" A C/TSgt lectures cadets on how to prepare for encampment, telling them their poor attitudes won't be tolerated there. Encampment is 38 weeks away.
- 1945** Break: Cadets casually chit-chat. No refreshments served. No substantive administrative business conducted. Break seems to run long, like they're trying to run out the clock.
- 2003** Aerospace: AEO is not present at meeting. Some discussion about whether he even knew AE was scheduled tonight. Squadron watches 41-minute documentary on the Space Shuttle instead.
- 2050** Closing Formation: The squadron is formed. The commander discusses the upcoming wing conference.
- 2104** Dismissal. The commander dismisses the squadron. Following official dismissal, two cadets speak up about not having phone & email rosters. A cadet NCO asks if the color guard can meet this Saturday; detailed discussion about the logistics ensues. Another cadet wants to see if any of the service coats in the unit's supply locker fit her.
- 2119 Frustrated mom tells cadet son to get moving, it's a school night and it's time to go home.
- 2132** Last few members of the squadron leave.
- One month later:** The squadron is down to 7 active cadets.



Overview

The quarterly plan
Elements of the weekly meeting
Great activities every week
Planning the meeting
The annual calendar
Group and Wing Activities



The Quarterly Plan

What do you want to accomplish next quarter?

What are the benefits of following a quarterly plan?

Week	Opening Formation 15 min	Emphasis Items 15 min	Core Curriculum 50 min	Break & Admin Time 10 min	Special Training 50 min	Closing Formation 10 min
1	National Anthem	Drill & Ceremonies	Achievement Tests	Refreshments	Emergency services	Announcements
2	Cadet Oath	AE Current Events	Aerospace Ed	Fellowship	Drill team	Promotions
3	Announcements	Safety Briefing	Character Develop.	Purchase supplies	Color guard	Awards
4	Inspection	Drill & Ceremonies	Leadership	Pay dues	Team sports	
5		AE Current Events	Achievement Tests	Sign-up: activities	Rocketry	
6		Safety Briefing	Physical Fitness	Obtain forms, etc.	Teambuilding	
7		Drill & Ceremonies	Character Develop.		Counseling	
8		AE Current Events	Aerospace Ed.		Guest speakers	
9		Safety Briefing	Achievement Tests		Films	
10		Drill & Ceremonies	Leadership		Awards night	
11		AE Current Events	Character Develop.		Open house	
12		Safety Briefing	Physical Fitness		Special projects	
13		Open	Open		etc.	



Elements of the Weekly Squadron Meeting

Opening formation	15 min
Emphasis item	15
Core curriculum	50
Break & admin time	10
Special training	50
Closing formation	10
Total	2.5 hrs



Great Activities

What do cadets want from their Tuesday night?

What are your success stories?

How do you take a leadership role while still ensuring the activities are of high quality?



Great Activities

Suggested process when cadets lead activities:

1. A senior or experienced cadet officer meets with the cadet to discuss goals & vision for the activity	2. Cadet begins to do some thinking and finds and personalizes a lesson plan. Cadet should rely on published lesson plans vs. original work	3. "Check Ride." Cadet presents their ideas in depth to the cadet officer or senior, who provides mentoring and quality control. Postpone the activity if the cadet is clearly not ready to lead.	4. Squadron Meeting. Cadet leads activity or class.
2 Weeks Prior		1 Week Prior	D-Day



How do you plan a good meeting? Who does what, when, and how?

A detailed schedule shows that the unit has a plan and that cadets will be busy with meaningful activities.

When schedules are drafted using the quarterly schedule as a guide and emailed to members a week in advance, everyone can come prepared.

Begin on time and encourage promptness.

Plan ahead for future activities by scheduling time for announcements and sign-ups.

Gear activities to cadets of different experience levels.

Seniors can conduct business meetings concurrent with cadet activities.

Busy squadrons have administrative tasks to accomplish. Work them into the schedule.

Save time for awards and announcements.

Develop a habit of ending right on time.

Planning the Meeting

CIVIL AIR PATROL LANGLEY COMPOSITE SQUADRON 1 December 2007

UNIFORM: Blues with tie & ribbons **C/MONTH & GUIDON:** C/SrA Provost

<u>TIME</u>	<u>ACTIVITY</u>	<u>LEADER</u>	<u>PLACE</u>	<u>OTHERS</u>
1800	STAFF ARRIVES			
	Plan Labor Day Bivouac	Capt Garber	Office	C/Maj Curry
1830	OPENING FORMATION	Maj Wilson	Main Room	
	National Anthem	All		
	Cadet Oath	C/Maj Curry		
	Announcements			
	1. Sign Up: 26 Aug Hike	Capt Garber		
	2. OFlights: 5 Sept	1st Lt Yeager		
	Uniform Inspection	C/Maj Curry		
1845	EMPHASIS ITEM: Drill	C/MSgt Feik	Outside	Capt Garber
	Phase I Cadets: Columns	C/SSgt Arnold	Outside	
	Phase II Cadets: Guidon	C/MSgt Wright	Outside	
1900	CORE CURRICULUM			
	Character Dev. Forum	Maj Spaatz	Main Room	For all cadets
	Finance Meeting	1st Lt Yeager	Office	Seniors
1950	BREAK & ADMIN TIME	na	Main Room	
2000	SPECIAL TNG: Land Nav	C/Maj Curry	Main Room	Capt Garber
	Uniform Issue	1st Lt Yeager	Main Room	C/AB Lindbergh
	CAPF 50 (C/MSgt Arnold)	C/2d Lt Eaker	Office	Maj Crossfield
2050	CLOSING FORMATION	Maj Wilson	Main Room	
	1. Certificates of Appreciation			
	2. Wright Bros Award			C/SSgt Goddard
	3. Dismissal (by 2100)			



Planning the Meeting

Suggested procedure for developing a meeting schedule:

1. Cadet officer or senior begins drafting detailed meeting schedule

2. Cadet officer coordinates details with staff officers; submits proposed schedule

3. Commander or deputy reviews and approves schedule. If the cadet fails to deliver it on time, they lose the privilege of planning the meeting

4. Commander or designee publishes the schedule, asking all members to prepare accordingly

5. Squadron Meeting: schedule is implemented

2 Weeks Prior

1 Week Prior

D-Day



BASIC REQUIREMENTS FOR PLANNING SQUADRON CADET PROGRAMS

BASIC REQUIREMENTS

ANNUAL GOALS

chart a course for the unit, identifying the unit's "dreams with deadlines"

What do we want to accomplish this year?

ANNUAL CALENDAR

a frequently-updated tool showing the year's major events, especially the projects mentioned in the Annual Goals

When will we host our major events?

QUARTERLY FRAMEWORK

identifies the main task or "theme" of each weekly meeting during a 13-week quarter

What training do we provide to cadets and when, generally speaking?

WEEKLY MEETING SCHEDULE

explains in detail what classes and activities are taking place, how much time is needed to complete them, and who is leading them

What are we doing next meeting? Who is leading those activities?

HELPFUL TIPS

Brainstorm and imagine new possibilities for the unit

Revisit the goals quarterly to check status and refocus efforts

Make goals known to everyone in the unit

Include all major events on the annual calendar, at the beginning of the year

Update the calendar throughout the year, as new events are announced

Share the calendar with all members of the unit, including cadets' parents

Strive to announce all weekend activities a few weeks in advance so members can plan accordingly

Use the quarterly framework to ensure cadets receive the training they need to advance in the program

Take advantage of the framework's allowance for "special training" time each week

Communicate the framework to everyone so they know what events are likely to happen on a given week

Prepare the schedule in detail about 1 week in advance

Include administrative tasks and also list the announcements that need to be made

Share the schedule with all concerned, especially staff, so instructors come prepared

WHO & WHEN

Developed by unit leadership team, including ranking cadets

Published at the beginning of year

Developed by the unit activities officer or a cadet officer at the beginning of the year

Maintained throughout the year

Developed by the unit leadership team at the beginning of the year

Maintained throughout the year (there is little need for updating)

Drafted by a senior member or cadet officer and approved by the commander or deputy

Published about 1 week in advance



Monthly Activity

Balance Squadron activities with other echelons

Month	Sponsored by Our Squadron	Sponsored by Wing, Group, or Another Squadron
January	Field trip to state aviation museum	Wing Cadet NCO Academy Spring bivouac with XYZ Squadron
February		
March		
April	Cadet Orientation Flights	Model Rocketry Day with XYZ Squadron
May	Memorial Day Parade	
June		
July	Day Hike: Mt. Curry	Summer Encampment
August		Airshow at Curry AFB, coordinated by Wing
September		
October	Cadet Orientation Flights	Wing Color Guard Competition
November		Wing Cadet Ball
December		



Summary

- What are the hallmarks of great squadron meetings?
- What does it take to have these great meetings?
- What are the bad practices we want to avoid?

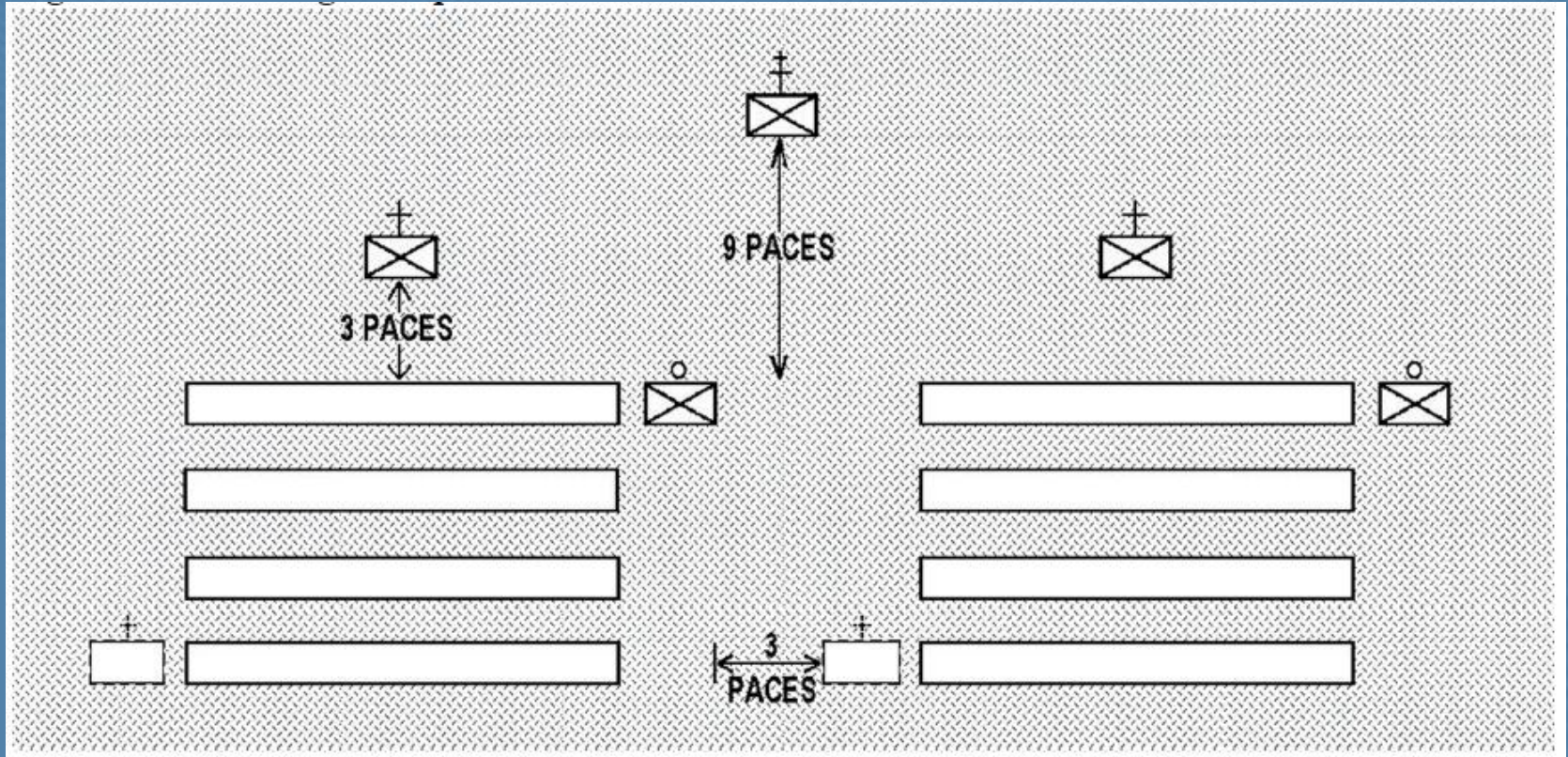


Assignment 3

- Prepare quarterly schedule for Jan – Mar 2011 to accomplish vision and goals
 - Ensure all program requirements are met
 - Identify instructors/OPR, detail reviews
 - Identify monthly activity
 - Document progress towards objectives
- Work on for remainder of hour
- Present at Part 2 for class feedback



Squadron Formations





Fundamentals

5.1. The Squadron as a Drill Unit:

5.1.1. A squadron consists of two or more flights. Only formations necessary for marches, drills, and ceremonies are prescribed in this chapter. The squadron forms in line with flights in line. When in column formation, the squadron is sized according to height, the tallest individuals to the front and right.

5.1.2. The squadron does not execute marchings in line except for minor changes in position.

5.1.3. When changes of formation involve changes of post (for example, the first sergeant), the new postis taken by the most direct route and as soon as possible after the command of execution.

5.2. Commands:

5.2.1. In squadron drill (except mass formation) when the individuals in the unit are to execute a movement together, the flight commanders repeat the preparatory commands of the squadron commander for facings, steps, and marchings except when the preparatory command of the squadron commander is **Squadron**. In this case, the flight commanders give the preparatory command **Flight**. When flights of the squadron are to execute a movement in successive order, such as a column movement while marching, the commander of Flight A repeats the squadron commander's preparatory command, and the commanders of the other flights give a supplementary command, such as **CONTINUE THE MARCH**. The flight commanders of the other flights repeat the squadron commander's preparatory command and command of execution so their flights execute the movement in approximately the same location as the first flight.

5.2.2. If the squadron in column is at the halt when the squadron commander commands **Column Right**, the leading flight commander will supplement the command with **COLUMN RIGHT**. At the same time, the remaining flight commanders command **Forward**. When the squadron commander commands **MARCH**, the leading flight executes column right, and the remaining flights march forward and execute the column movement on the command of their appropriate flight commanders. Each flight executes the movement at approximately the same location and in the manner as the first flight.



More fundamentals

5.2.3. To open ranks, the squadron commander faces the units and commands **PREPARE FOR INSPECTION**. The flight commanders, in successive order from the squadron commanders left to right, command their flights **Open Ranks, MARCH**. They align their flights and give the command **Ready, FRONT**.

5.2.4. When the squadron is in column and it is desired to obtain the correct distance between flights, such as a column from standard mass formation, the command is **CLOSE ON LEADING FLIGHT**. On this command, the leading flight commander commands the flight to take up the half step. As soon as the correct distance has been obtained, each succeeding flight takes up the half step at its commanders command. When all flights have obtained the correct distance, the squadron commander gives **Forward, MARCH**, and all flights step off with a 30-inch step.

5.2.5. When commands are given in which one flight is to stand fast or continue to march while other flights do not, the appropriate flight commander commands **STAND FAST** or **CONTINUE THE MARCH**.

5.2.6. In giving commands, flight commanders may include the letter of their flights; for example, **A Flight, HALT** or **B Flight, Forward**. Flight commanders do not repeat the squadron commanders combined commands.



Forming the Squadron in Line

5.3. Forming the Squadron in Line:

5.3.1. The squadron is formed in line with flights in line by the first sergeant, who takes an initial postnine paces in front of the point where the center of the squadron is to be, faces that point, and commands **FALL IN**. On the command **FALL IN**, the squadron forms in two or more flights with normal interval between individuals (unless close interval is directed) and a three-pace interval between flights. **Figure 5.1.** indicates key positions.

5.3.2. While positioning units in an area, the command is _____ **Paces Forward, MARCH** or _____ **Steps Backward, MARCH**. (In backward march, the airman takes 12-inch steps backward (starting with the left foot) and maintains normal armswing.) These commands are used for short distances only of four paces (steps) or less.

5.3.3. Each flight sergeant takes a post three paces in front of and centered on the flight. The flights then form as prescribed under the supervision of the flight sergeants.

5.3.4. The flight sergeants then command **REPORT**. Remaining in position, the element leaders in succession from front to rear of each flight salute and report _____ **Element, all present** or _____ **Element, (number) person(s) absent**. The flight sergeants then face about.



Forming the Squadron in Line

5.3.5. Upon receiving the command **REPORT** given by the first sergeant, the flight sergeants, beginning with the right flight, successively salute and report ____ **Flight, all present or accounted for** or ____ **Flight, (number) persons absent**. After all flights have reported, the first sergeant commands **POST**. The flight sergeants face about and move by the most direct route to their positions in the ranks. The squadron commander takes a position 12 paces in front of, centered on, and facing the squadron to receive the report of the first sergeant. The guidon bearer assumes a position with the commander. The first sergeant faces the squadron commander, salutes, and reports **Sir (Ma'am), all present or accounted for or (number) persons absent**. Without a command, the first sergeant faces about and moves by the most direct route to the appropriate position.

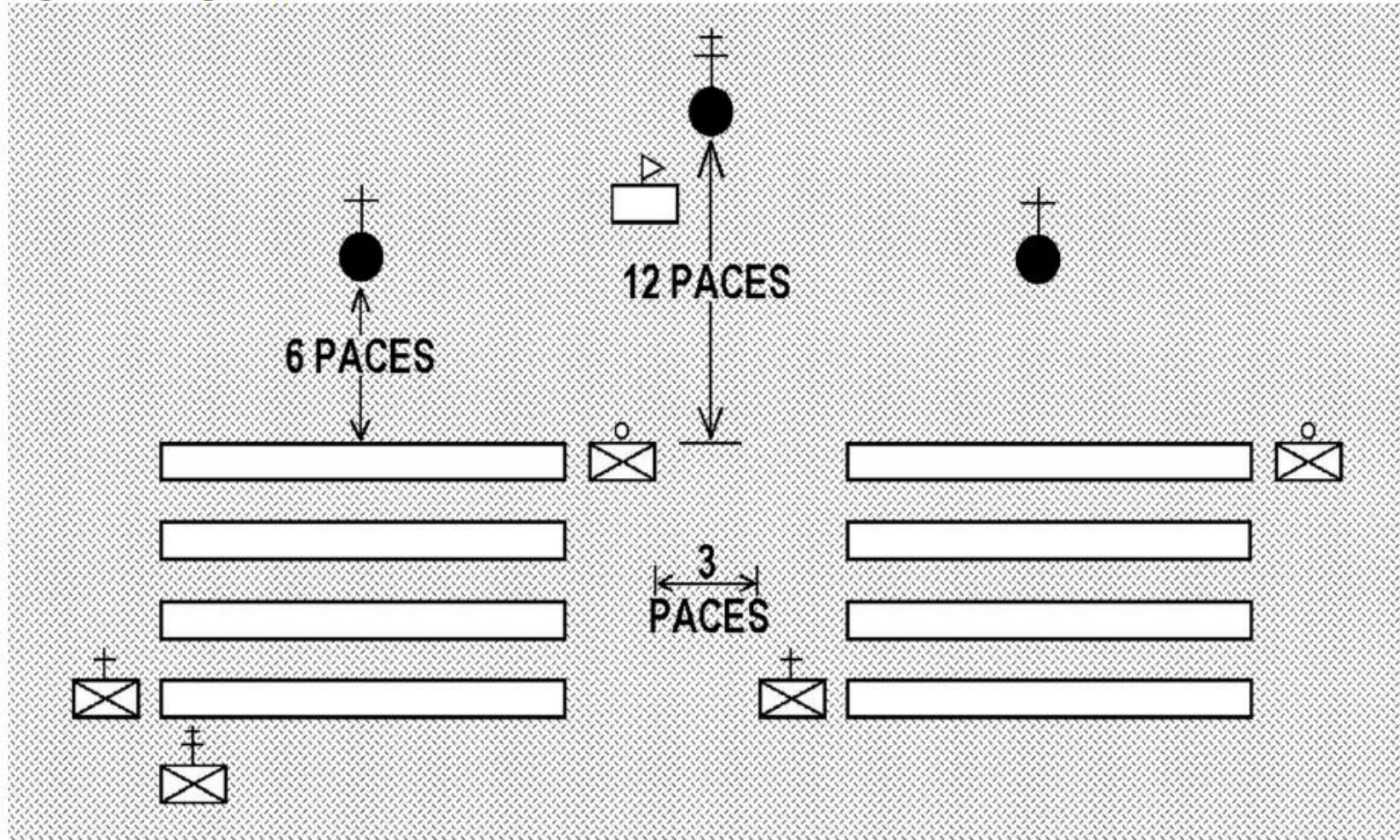
5.3.6. Flight commanders immediately take their posts after the first sergeant has reported (**Figure 5.2.**).

5.3.7. In forming the squadron, any individual required to make a report salutes while reporting and holds the salute until it is returned. The individual receiving the report does not return the salute until the report is completed.



Squadron in Line

Figure 5.2. Squadron in Line.





Squadron Alignment

5.4. Aligning the Squadron:

- 5.4.1. To align the squadron formed in line at a halt, the squadron commander orders **DRESS FLIGHTS TO THE RIGHT**. On this command, the flight commanders face about and, beginning with the base flight, dress the flight immediately with the command **Dress Right, DRESS**. The flight is dressed as described in flight drill (paragraph 4.3.), then given **Ready, FRONT**. Each subsequent flight commanders flight is dressed to the right as soon as the preceding flight commander halts and faces down line of the first element. When not adjacent to the base flight, the flight commanders flight is dressed on the next flight toward the base flight.
- 5.4.2. To align the squadron when in mass at a halt, the command is **At Close Interval, Dress Right, DRESS**. On the command **DRESS**, the squadron dresses at close interval. The base flight commander promptly verifies the alignment of ranks. When the flight commander resumes the post, the squadron commander commands **Ready, FRONT and COVER**.



Inspection

5.5. Inspecting the Squadron:

5.5.1. To inspect the squadron, it must be formed in line. The squadron commander commands **PREPARE FOR INSPECTION**. On this command, the flight commanders face about and order ranks to be opened (see paragraph 4.5. for opening ranks). After the command **Ready, FRONT**, flight commanders command **Parade, REST**.

5.5.2. When all flights are at parade rest, the squadron commander begins by inspecting the guidon bearer. The guidon bearer may assume the position of parade rest after being inspected.

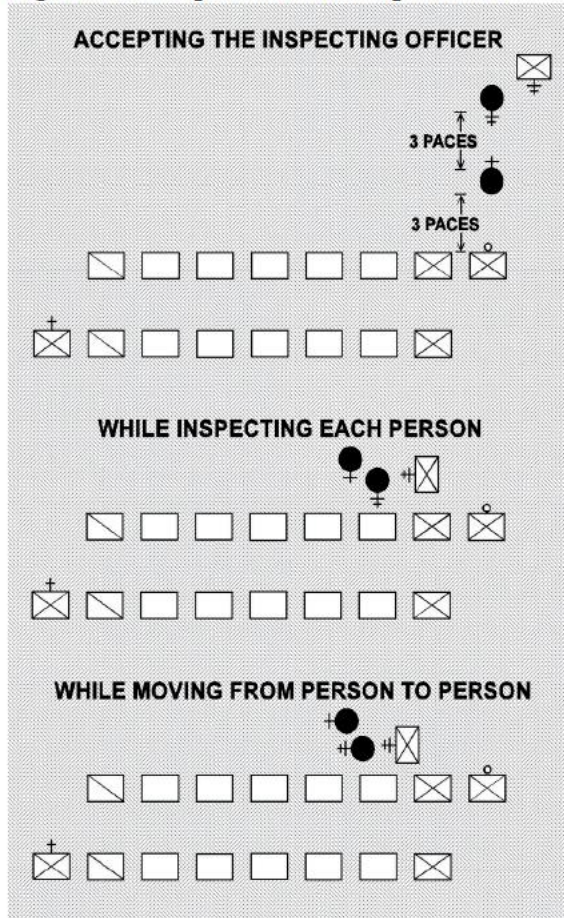
5.5.3. The first sergeant joins the squadron commander if so directed and take notes during the inspection. As the squadron commander approaches each flight, the flight commander brings the flight to attention, salutes, and reports **Sir (Ma'am), _____ Flight is prepared for inspection**. After being inspected, the flight commander accompanies the squadron commander through the inspection of the flight. The flight commanders position is to the right rear of the inspecting officer, walking in the lead in a showing capacity. See Figure 5.3. for the position of the inspecting officer. Single file between ranks is observed with the flight commander in the lead followed by the inspecting officer and, in turn, by the first sergeant, as required. The squadron commander, beginning at the head of the column or right of the line, makes a minute inspection of the equipment, dress, and appearance of the airmen.

5.5.4. The inspection is made from the right to left in front and from left to right in rear of each rank.

5.5.5. The flight commander may give parade rest to elements not being inspected. The element leader calls the element to attention before the inspecting officer completes the inspection of the preceding element. The element leader may give the element parade rest after being inspected.

5.5.6. On completion of the inspection of each flight, the flight commander moves three paces beyond the front rank, halts, faces down the line, and calls the flight to attention. The flight commander takes one pace forward, faces to the right, and receives comments from the inspecting officer. The flight commander salutes the inspecting officer upon departure and then faces down the line and commands **Close Ranks, MARCH**. He or she then commands **Parade, REST, AT EASE**, or **REST**, whichever is appropriate, takes a post in front of the flight, centers on the flight, and assumes the same position as the flight.

Figure 5.3. Inspection of the Squadron.





Dismissing the Squadron

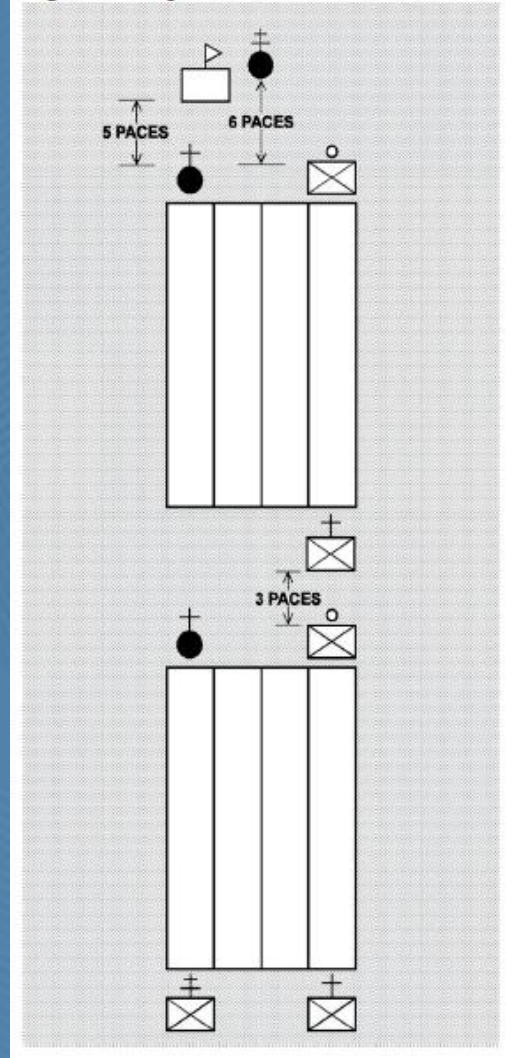
5.11. Dismissing the Squadron. The squadron is in line at attention. The squadron commander directs the first sergeant to dismiss the squadron. The command is **First Sergeant, (pause) DISMISS THE SQUADRON.** On this command, the first sergeant takes the most direct route to a position three paces from the squadron commander, who is nine paces in front of and centered on the squadron. The first sergeant halts and salutes. The squadron commander returns the salute and commands **DISMISS THE SQUADRON.** The first sergeant salutes and the squadron commander returns the salute and falls out. At the same time, flight commanders and the guidon bearer fall out. The first sergeant executes an about face, and the flight sergeants take their posts three paces in front of and centered on their flights. The first sergeant then orders the flight sergeants to dismiss their flights by giving the command **DISMISS YOUR FLIGHTS.** The first sergeant then falls out. The flight sergeants face about and command **DISMISSED.** Individuals break ranks and leave the formation.



Squadron in Column Formation

- This is how the squadron moves from one place to another
- Think encampment – Pass in Review

Figure 5.4. Squadron in Column.





Meeting Formations

- Opening Formation start of every meeting
- Inspection – immediately after opening formation, no more than 10 minutes
- Award Presentations – beginning or end of meeting
- Closing Formation – end of every meeting
 - Dismissal means cadets are released to parents



Assignment Reminders

- Projects
 - Vision and Goals
 - Cadet Organization Chart and career paths
 - Quarterly Schedule
- OPR: C/CC
 - Leverage your staff to complete these assignments



Temperature Check

- Content?
- Speed?
- Discussion?
- Delivery?